



## The Effect of Compensation and Work Stress on Employee Performance at the Cahaya Putra Selatan Group Rehabilitation Institute

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### ABSTRACT

Social rehabilitation institutions are a process of refunctionalization and development to enable individuals to carry out their social functions appropriately in society. Social rehabilitation is an alternative for the recovery of drug addicts. For the rehabilitation process to run smoothly, high-performing employees are essential. The purpose of this study was to determine the effect of compensation and job stress on employee performance at the Cahaya Putra Selatan Group rehabilitation institution. Data collection was conducted by distributing questionnaires to 85 employees of the Cahaya Putra Selatan Group Rehabilitation Institution. The results of this study indicate that compensation has a positive and significant effect, while job stress has a negative and significant effect on employee performance at the Cahaya Putra Selatan Group rehabilitation institution.

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## INTRODUCTION

Human resources are the most valuable organizational asset that must be managed properly. Human resources are the most important part that has a big role in the organization because human resources are part of managing, organizing and moving the wheels of the organization in achieving goals. Organizations can develop or not depending on the quality of human resources that the organization has, therefore the quality of human resources is the main factor that the organization needs as a first step to achieve goals (Welson & Simanjuntak, 2022).

Employees are the most important element in determining the progress and retreat of a company. To achieve the company's goals, employees are needed who are in accordance with the requirements in the company, and must also be able to carry out the tasks that have been determined by the company. Every company will always strive to improve the performance of its employees, with the hope that what the company's goals will be achieved, including social rehabilitation institutions (Hartini et al., 2021).

Social rehabilitation institutions are one of the alternatives for the recovery of drug addicts. Social rehabilitation institutions are a process of refunctionalization and development to enable a person to be able to carry out his social functions reasonably in people's lives. Social rehabilitation is one of the alternatives for the recovery of drug addicts (Maria Dimova & Stirk, 2020). In order for the rehabilitation process to run smoothly, employees who have good performance are needed.

Employee performance is defined as the achievement of goals that have been set, referring to the level of success in completing tasks (Chairunnisah et al., 2021). This indicates that the company must be able to give responsibility to its employees according to their ability or expertise in carrying out work. Good performance is of course an expectation for all organizations and institutions that hire employees, because the performance of these employees is ultimately expected to improve the overall performance of the organization.

According to Mangkunegara in Arfani and Luterlan (2022), the factor that affects employee performance is work stress. Stress is a state of a person, where his physical or psychological condition is affected by disturbances from within or outside him, resulting in tension and causing the appearance of unusual (deviant) behaviors both physically, socially, and psychologically. Employee behavior that deviates from work

is a form of work stress. Work stress is caused by various things that make employees feel uncomfortable. Factors that cause stress are work factors, non-work factors, and factors from a person's personality (Rahadjo, 2022).

Meanwhile, work stress is a person's response to conditions that are felt both physically and psychologically that are excessive due to internal and external work demands (Pertiwi, 2022). So that the stress conditions experienced by a person can reduce their performance. Stress has a positive impact and a negative impact. Positive stress, such as personal motivation, stimulation to work harder, and increased inspiration for a better life by changing the perception of employees and their work so as to achieve career achievements and good performance (Welson, 2022). Work stress must be handled properly because employees who tend to be stressed at work will feel frustrated, emotional and feel uncomfortable at work, so it can trigger failures in the organization because it can interfere with each other in doing tasks (Adawiyah & Siswato, 2015). The relationship between work stress and employee performance is that the higher the level of work stress, the lower the employee's performance if the stress experienced by the employee is not properly controlled (Welson, 2022).

In addition to work stress, compensation is a factor that affects employee performance (Rivai, 2020). Compensation is all income that can be in the form of money, direct or indirect goods that employees receive in return for services provided to the company (Hasibuan, 2020). For organizations, compensation aims to create a good system in human resource management.

As a form of appreciation for the submission and provision of all employee performance results to the company, the company provides compensation as a source of livelihood for the employee concerned (Edison, 2022). The provision of compensation will always be associated with the quantity, quality and benefits of services provided by the employee to the company where he works. Compensation to these employees will affect how much the organization's goals can be achieved, and can even affect the survival of the company (Tampi, 2021).

There is no exception to drug rehabilitation institutions, whose presence is currently prevented by the community considering that drug abuse in Indonesia has become a very worrying problem, here is a BNN report regarding the number of drug abuse cases in Indonesia:

Table 1. Number of Drug Cases in Indonesia in 2020-2023

No.	Year	Number of Users
1.	2020	3.41 million JWA
2.	2021	3.66 million people
3.	2022	4.08 million people
4.	2023	3.03 million inhabitants

Source : BNN, 2024

Based on the data above, drug abuse has increased until 2022, so the government is trying to overcome it in accordance with Presidential Instruction Number 2 of 2020 concerning the National Action Plan for the Prevention and Eradication of Abuse and Illicit Circulation of Narcotics and Narcotic Precursors for 2020-2024. To implement these regulations, the National Narcotics Agency (BNN) designed a strategic plan in the Regulation of the Head of the Narcotics Agency Number 6 of 2020 concerning the Strategic Plan of the National Narcotics Agency for 2020-2024. The ratification of the regulation is expected to improve BNN's operations in dealing with drug abuse which is a national problem. So that in 2023, the prevalence of drug users in Indonesia will decrease, which is inseparable from the role of drug rehabilitation institutions that help drug addicts to be able to return to the community.

The Cahaya Putra Selatan Group rehabilitation institution is a privately owned agency engaged in the rehabilitation of narcotics and illegal drug addicts established in 2022 located on Jalan KH Wahid Hasyim, 3-4 Ulu, Seberang Ulu I District, Palembang City, South Sumatra 30255. This institution has 85 employees from administrative staff to counselors. The phenomenon of work stress faced by employees of Cahaya Putra Selatan Group is dealing with drug addicts and workloads that often cause fatigue, especially for employees in the counselor section who are tasked with accompanying and guiding addicts in the rehabilitation period until they are declared recovered and return to their families and community environments, especially if the counselor is on night shifts. Faced with the case of a client running away, the counselor on night duty is required to look for the client, and the counselor concerned will be sanctioned even if the client is found, the sanctions given can be in the form of salary deductions, warning letters, and demotion. The following are the achievements of counselors in guiding drug addicts at the Cahaya Putra Selatan Group Rehabilitation Institute from 2021 to 2023:

Table 2. Number of Addicts at Cahaya Putra Selatan Group Rehabilitation Institution

No.	Year	Number of Addicts	Counselor Achievements			
			Back to the Family	%	Still in the Rehabilitation Process	%
1.	2021	90	71	78,9	19	21,1
2.	2022	75	75	100,0	0	0
3.	2023	121	91	75,2	24,8	24,8

Source : Profile of the Cahaya Putra Selatan Group Rehabilitation Institute, 2024

Based on the data presented in Table 2. It is known that in 2021 of the 90 addicts who were treated by counselors at the Cahaya Putra Selatan Group Rehabilitation Institute, there were 78.9% who successfully recovered and returned to their families, the other 21.1% are still in the process of rehabilitation. In 2022, of the 75 100% addicts who have successfully recovered and returned home, and in 2023, of the 121 addicts, 75.2% have successfully recovered and returned home, while 24.8% are still in the process of rehabilitation. Addicts who are still in the process of rehabilitation are due to several factors, including the effects of additives in their bodies have not completely disappeared, the problems they face are still not resolved, and addicts still do not have enough confidence to return to the community.

Rehabilitation activities at Cahaya Putra Selatan Group last for 6 months, the rehabilitated addicts will undergo a process starting from detoxification to mindset recovery, this is the responsibility of a counselor, one counselor is responsible for taking care of 5 addicts, besides that the counselor is tasked with making a report on the improvement of the physical and psychological condition of the addicts, The development report is the basis for the actions that will be given to addicts, whether the addicts need treatment from a psychiatrist or enough guidance from psychologists and religious leaders, the number of tasks assigned to the counselor triggers work stress, in addition to the shift work system requires counselors who are on duty at night to continue working, this kind of thing can also cause fatigue that can have an impact on work stress.

Responding to the many tasks imposed on counselors, they should have received proper compensation, but in reality the compensation received by counselors ranged from Rp. 750,000 to Rp. 2,000,000/month, this was the main complaint of counselors. However, on the one hand, counselors are very much required to be able to work optimally. Responding to the phenomenon of work stress and compensation that has not been considered feasible, this is a problem that needs to be investigated further.

Several studies have been conducted, including Anis (2021), in his research showed that there is a positive and significant influence between work stress and compensation on employee performance at PT. Mahakam Kencana Intan Padi. Furthermore, Hasrudy and Laila in their research also stated that work stress has a positive and significant effect on employee performance. Compensation has a positive and significant effect on employee performance. Meanwhile, in the F test, work stress and compensation had a positive and significant effect on the performance of employees at the Population and Civil Registration Office of North Sumatra Province.

Putu and Gusti (2020), related to the influence of work stress, job satisfaction and financial compensation on employee performance at PT. Siwa Sempurna Dive and Watersport, The results of this study show that work stress has a negative effect on employee performance. Job satisfaction has a positive effect on employee performance and financial compensation has a positive effect on employee performance.

Some of these studies have proven that work stress and compensation are factors that affect employee performance, but this study will try to examine the same thing, namely related to the influence of compensation and employee work stress on Drug Rehabilitation Institutions, where employees are faced with drug addicts who are still under the influence of illegal drugs who can commit actions that can harm counselors. This research is considered important to be carried out considering that there is still a lack of research in the context of drug rehabilitation institutions in Indonesia, besides that this research is felt to be necessary so that the owners of drug rehabilitation institutions and the government can further increase their attention to counselors through improving the welfare of counselors, considering the responsibility imposed on them to foster drug addicts so that they have the confidence to return community. Based on the phenomenon and *research gap* that has been described, the researcher feels the need to conduct further research with the title, "The effect of work stress and compensation on the performance of employees of Yayasan Cahaya Putra Selatan Group".

## RESEARCH METHODS

The type of research used is quantitative descriptive research with a *causal research approach*, which is research that shows the direction of the relationship between free variables and bound variables, in addition to measuring the strength of the relationship. The causal research in this study consists of independent variables: work stress (X1), compensation (X2), and dependent variable (Y), which are variables that are measured by the performance of employees of Yayasan Cahaya Putra Selatan Group.

The data collection technique used in this study is a questionnaire with a liker scale, while the population is 85 people in employees of the Cahaya Putra Selatan Group Rehabilitation Institute, with a census sample technique. The data analysis techniques used were multiple linear regression test, determination correlation coefficient, t test and F test.

## RESULTS AND DISCUSSION

### The Effect of Compensation on the Performance of Employees of the South Putra Cahaya Rehabilitation Institute

According to Hasibuan (2020) states that: "All income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company. The results of the t-test were obtained: t-value calculated  $> t$  table;  $4.941 > 1.663$  or  $\alpha$  value of  $0.000 < 0.05$ , this number shows that H1 was accepted which means that compounding has a positive and significant effect on the performance of employees at the South Putra Light Rehabilitation Institute.

The results of this study are in line with previous research conducted by Hasrudy & Laila, (2021), Anis & Sulastri, (2021), Nia. F, (2022), and Winda, (2020), in their research stated that the implementation of compensation has a positive and significant effect on employee performance.

Based on the results of the research as well as the theories and references of previous research that have been described above, the author assumes that compensation is one of the important factors that affect employee performance in an organization. In general, compensation can be interpreted as the reward given by the company to employees in return for the contributions, energy, and time that has been devoted to achieving the organization's goals. The form of compensation is not only in the form of a basic salary, but also includes benefits, incentives, bonuses, perks, and other non-financial awards.

Providing proper compensation for counselors will be able to increase work motivation, create a sense of satisfaction, and foster counselors' loyalty to the rehabilitation institution where they work. On the other hand, compensation that is considered unfair or inappropriate for the workload can lower morale, increase turnover, and negatively impact the performance of the counselor.

Competitive compensation not only encourages the achievement of individual targets, but also contributes to the overall success of the team and the organization. In other words, effective compensation serves as a strategic tool for maintaining a quality workforce, increasing productivity, and encouraging innovation in the work environment.

Thus, rehabilitation institutions need to design a fair, transparent, and performance-based compensation system, so that employees feel valued and encouraged to provide optimal work results. This approach not only provides benefits for counselors, but also supports the sustainability and competitiveness of the quality of services that will be provided by the South Putra Light Rehabilitation Institute.

### The Effect of Work Stress on the Performance of Employees of the South Light Putra Rehabilitation Institute

Work stress is a condition of emotional tension or pressure experienced by employees due to an imbalance between job demands and abilities, resources, or personal needs. The results of the t-test obtained a t-value calculated  $> t$  table;  $-2.337 > 1.663$  or  $\alpha$  value of  $0.022 < 0.05$  this number shows that H2 is accepted which means that work stress has a negative and significant effect on employee performance at the Cahaya Putra Selatan Rehabilitation Institute.

The results of this study are in line with previous research conducted by Pe\$ne\$litian (Putu, I Gusti 2020), and (Fandi, 2022), in their research it was stated that work stress has a negative and significant effect on employee performance.

Work stress is a condition of emotional tension or pressure experienced by employees due to an imbalance between job demands and abilities, resources, or personal needs. In the world of work, stress is a phenomenon that cannot be completely avoided, because every job has goals, responsibilities, and environmental dynamics that can trigger stress.

The effect of work stress on employee performance can be both negative and positive, depending on the level and way employees manage it. Work stress that is at a moderate level (*eustres*) can be a trigger for motivation, increase focus, and encourage the achievement of targets. However, excessive work stress (*distress*) can reduce concentration, affect decision-making skills, reduce productivity, and even trigger risky work mistakes for the company.

Deep work stress for counselors arises when there is a mismatch between the demands of the job and the abilities they have, both in terms of expertise, or the time and energy that the counselor has. These inconsistencies can be caused by excessive workload, role conflicts, unclear tasks, lack of support from colleagues or superiors, and environmental factors such as occupational risks or inadequate work facilities.

The results of the study show that work stress that is not able to be managed properly is directly related to the decline in the performance of counselors. The impact can be seen in the form of a lack of enthusiasm in handling clients, delays in completing tasks, so that it can reduce the quality of work results. On the other hand,

if the management of the Cahaya Putra Selatan Rehabilitation Institute is able to identify the source of stress and provide a stress management program, it will help the counselor maintain or even improve their performance.

Thus, understanding the influence of work stress on employee performance is important for management. Companies need to design stress management strategies, such as workload adjustments, effective communication development, time management skills training, and the creation of a healthy work environment. These efforts not only maintain the mental health of employees, but also ensure optimal performance to achieve organizational goals, including counselors in drug rehabilitation institutions, considering that their existence is one of the most important factors in eradicating and reducing the number of drug abuse in Indonesia.

### **The Effect of Compensation and Work Stress on the Performance of Employees of the Cahaya Putra Selatan Rehabilitation Institute**

Performance is the result of quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. The results of the F test were obtained with a value of F calculated  $> F$  table;  $29.783 > 2.713$  or a  $\alpha$  value of  $0.000 < 0.05$  this number shows that H3 was accepted which means compensation and work stress have a significant effect on employee performance at the Cahaya Putra Selatan Rehabilitation Institute.

The results of this study are in line with research conducted by Welson (2020), compensation and work stress affect performance directly or indirectly with gender as a control variable, then Winda (2020), compensation and work stress together have a significant effect on employee performance. Matahari Department Store Branch Block M.

Based on the results of the research, and previous research, the author assumes that compensation and work stress are two interrelated factors in determining the quality of counselor performance. Proper compensation can increase satisfaction and motivation, so counselors are encouraged to work more optimally. However, when on the other hand the counselor faces high work stress due to load pressure, conflict, or excessive demands, the positive impact of compensation can be reduced.

### **CONCLUSIONS**

Based on the results of the research that has been described, it can be concluded that

1. Compensation has a positive and significant effect on employee performance at the Cahaya Putra Selatan Rehabilitation Institute, this is in line with the first hypothesis
2. Work stress has a negative and significant effect on employee performance at the Cahaya Putra Selatan Rehabilitation Institute, this is in line with the second hypothesis.
3. Compensation and work stress simultaneously have a significant effect on employee performance at the Cahaya Putra Selatan Rehabilitation Institute, this is in line with the third hypothesis

The suggestions that the author can give in this study are as follows:

1. For the Manager of the South Cahaya Putra Rehabilitation Institution
  - a. Managers should conduct a thorough evaluation of the compensation system, both financial (basic salary, risk allowances, performance incentives) and non-financial (awards, training, work facilities). Compensation adjustments need to consider the level of job risk, workload, and the demands of employee professionalism in a drug rehabilitation environment.
  - b. Given that work stress has a significant impact on performance, managers need to provide stress management programs such as counseling sessions, peer support groups, resilience training, and regular stress release activities. This can reduce the negative impact of exposure to clients' often emotionally burdensome problems.
  - c. Strong support from your boss and co-workers can be a stress reliever. Therefore, managers need to strengthen the supervision system, clarify communication flows, and create a safe and respectful work environment.
  - d. Managers should implement a performance evaluation system on a regular basis with clear, objective, and transparent indicators. The results of the evaluation can be used as a basis for awarding additional rewards or training for employees.
2. Suggestions for Further Researchers
  - a. Further research is recommended using mixed methods design to explore the relationship between compensation, work stress, and performance in more depth, so that it is not only based on quantitative data but also qualitative insights.
  - b. Researchers can add variables such as burnout, job satisfaction, or organizational support as mediators and moderators to understand the mechanisms of the effect of compensation and work stress on performance.

- c. Studies in various rehabilitation institutions, both government and private, as well as in different locations, will provide a broader picture of the condition of employees and the factors that affect their performance.
- d. Further research can link employee performance to the success rate of client rehabilitation, for example program graduation rates, decreased relapses, or increased client compliance.
- e. Researchers are advised to consider factors of work culture, environmental risk levels, and internal institutional policies that may affect the relationship between research variables.

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